

KANSAS PUBLIC WATER SUPPLY CAPACITY DEVELOPMENT PROGRAM

REPORT TO THE GOVERNOR

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Division of Environment
Bureau of Water
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I. INTRODUCTION

On August 6, 1996, President Bill Clinton signed PL 104-182, more commonly known as the Safe Drinking Water Act (SDWA) Amendments of 1996. Section 1420 of the SDWA required states to prepare two strategies to assist public water suppliers in achieving technical, financial and managerial capacity. One strategy was prepared for new systems and one for existing systems. The Kansas Department of Health and Environment (KDHE) is the primacy agency responsible for preparation and implementation of the Kansas Capacity Development strategies.

The New Systems Capacity Development Strategy was submitted to the Environmental Protection Agency (EPA) and subsequently approved in September 1999. The New Systems Strategy ensures that KDHE will not issue a permit to a new system until it has demonstrated the ability to maintain technical, financial and managerial (TFM) capacity. As of September 2002, only 5 new system applications have been applied for. All five of these systems demonstrated ability to maintain TFM capacity and were approved. The remainder of this report will focus on the Capacity Development Strategy for Existing Systems.

The Kansas Capacity Development Strategy for Existing Systems was submitted to the Environmental Protection Agency in August 2000 and was approved in September 2000. The SDWA requires the head of the state primacy agency to submit to the Governor 2 years after adoption of the strategy and every 3 years thereafter, a report on implementation and efficacy of the state strategy. This report is submitted to the Governor to comply with the first 2-year reporting requirement. Failure to prepare a strategy or submit the required reports results in reductions in the capitalization grants from EPA for the drinking water revolving loan fund.

II. WATER SYSTEM CAPACITY

Water system capacity is the ability to plan for, achieve, and maintain compliance with applicable drinking water standards. Capacity consists of three elements: **Technical**, **Financial**, and **Managerial (TFM)**. **Technical Capacity** or capability means that the water system meets standards of engineering and structural integrity necessary to serve customer needs. Technically capable water systems are constructed, operated and maintained according to accepted quality standards. **Financial Capacity** or capability means that the water system can raise and properly manage the money it needs to operate efficiently over the long term. **Managerial Capacity** or capability means that the water system's management structure is capable of providing proper stewardship of the system. Properly managed systems have governing boards or authorities that are actively involved in oversight of system operations.

Capacity development is the *process* of water systems acquiring and maintaining adequate technical, financial and managerial capabilities to ensure that systems consistently achieve the health objectives of the 1996 Safe Drinking water Act and meet both immediate and long-term challenges.

III. KANSAS CAPACITY DEVELOPMENT STRATEGY

In March 1999, the KDHE assembled the Kansas Capacity Development Workgroup and began work on developing the *Report of Findings* for the Kansas Capacity Development Strategy. Thirty drinking water stakeholders from across the State were invited to participate in the Workgroup. The Workgroup met 8 times during 1999 and 2000 and developed 15 recommendations for the Department to consider in the State Strategy. Eight of the 15 recommendations were included for initial implementation in the Capacity Development Strategy, the remaining 7 will be considered for implementation at a later date as time and resources allow.

The eight recommendations and implementation status are listed in Table 1. (Detailed information on each recommendation is available in the Kansas Capacity Development Strategy for Existing Systems).

Table 1
Capacity Development Strategy Workgroup Recommendations

Recommendation	Implementation Status
TFM Surveys for all public water supply systems.	Implemented
Require water use reports from all public water suppliers.	Implemented
Develop a public water supply business planning guidebook.	Not Implemented
Develop water system finance training program.	Under Development
Require all systems to install customer water meters.	Under Development
Expand the KDHE series of “survival guides” for public water supply systems.	Not Implemented
Develop guidance for the preparation of facilities management plans.	Not Implemented
Develop a board/council member training program.	Under Development

IV. STRATEGY IMPLEMENTATION AND EFFICACY

The greatest challenge the Kansas Capacity Development Program has faced in implementation of the Strategy is a lack of adequate staffing. The department tried unsuccessfully several times to hire a program administrator in an unclassified position. It was changed to a classified position in late 2001 and a program administrator was hired in February 2002. This lack of staffing resulted in delays in implementation of the Strategy. Because of these delays in implementation it is too early to fully evaluate the efficacy of the Strategy or make recommendations on any changes that may be needed. Initial implementation activities have been very successful and indicate that the Strategy is and will continue to be effective in addressing TFM Capacity Development issues.

Although the Program did not have an administrator during the first year and a half after EPA approval of the Strategy, through cooperation with other state agencies other drinking water programs within KDHE and technical assistance providers several accomplishments were achieved toward improving public water supply technical, financial and managerial capacity. These programs are discussed below under separate headings.

KDHE Capacity Development Program Implementation Activities

The primary focus of the Capacity Development Program since February 2002 was the completion of the Public Water Supply Capacity Development Survey. The survey was developed through a cooperative effort of the Kansas Department of Health and Environment (KDHE), Kansas Water Office (KWO), Kansas Rural Water Association (KRWA), and the Kansas Rural Water Finance Authority (KRWFA). The goal was to keep the survey as simple as possible and still collect data that would serve a variety of purposes. This was accomplished by having most of the questions answered with a yes, no or don't know check box.

The survey was designed to accommodate multiple uses. KDHE needed to establish baseline conditions, identify training needs, prioritize systems in need of assistance and provide a self-assessment tool for public water supply systems to use. The Kansas Water Office needed the data for the development of regional public water supply strategies.

A pilot survey was conducted with 17 rural water districts and municipalities in Shawnee County during calendar year 2000. The results of the pilot project indicated that systems were willing and able to complete the survey and found it to be a useful self-assessment tool. The survey questionnaire was revised and simplified as a result of the pilot project.

In April 2002, the survey was mailed to 903 Kansas community water systems including rural water districts, publicly and privately owned municipal systems, benefit districts, public wholesale water supply districts and mobile home parks. The response from the systems was very positive, 55% of the systems had returned completed surveys by the original return date, May 24, 2002. After the second request 68% were returned. A third notice was sent out July 31 and the Kansas Rural Water Association and the Midwest Assistance Program conducted follow-up contacts with the 114 systems that had not returned surveys. All but 26 of the 903 public water supply systems returned a survey. This represents a 97% success rate.

The Department used the data collected from the surveys for two types of evaluations. First, each system was given a score based upon its survey responses. This score was used to establish a baseline data set for each system. Future improvements will be measured against this baseline. This score will also be used in conjunction with compliance data and KWO drought vulnerable data to prioritize the systems for capacity development assistance.

Each system was assigned a technical score and a combined financial and managerial score, these two scores added together provide an overall TFM score that was used for ranking into high, medium or low priority categories. Table 2 summarizes the number of high, medium and low priority classifications by population served.

Table 2

TFM Priority Summary by Population Served

817* Community Water Systems									
	Population 500 or Less			Population 501-3,300			Population 3,301 or More		
Number of Systems	412			329			76		
	Tech	F & M	Total	Tech	F & M	Total	Tech	F & M	Total
High Priority	7	61	68	7	7	14	2	1	3
Medium Priority	55	248	303	97	101	198	23	12	35
Low Priority	19	22	41	66	51	117	29	9	38
Totals	81	331	412	170	159	329	54	22	76

Note: Tech refers to Technical Capacity, F&M refers to Financial and Managerial Capacity.

*Mobile Home Parks are not included.

The combined financial and managerial scores were also compared to the technical score to help the Department determine if assistance should be focused on technical or financial and managerial issues for each system. Generally, smaller systems appear to need financial and managerial training assistance while medium sized systems are about evenly divided between technical and managerial and financial, and assistance for larger systems should focus more on technical issues. Table 1 shows that 331 or 80% of the systems with a population of 500 or less need financial and managerial training assistance, systems with populations between 501 and 3,300 are more evenly divided at 170 or 52% technical and 159 or 48% financial and managerial and systems with populations over 3,301 are 54 or 71% technical and 22 or 29% financial and managerial.

The explanation for the difference between small and large systems is twofold. Small systems are usually less complex to operate. Most use groundwater and treatment processes consist of disinfection, whereas, large suppliers have more complex systems requiring more treatment and technical expertise. From the managerial and financial perspective small systems often have volunteer or part-time managers and/or bookkeepers whose primary responsibility may not be management of the water supply system. Therefore, financial and managerial issues are not adequately addressed. Conversely, large systems generally have the financial resources to employ adequate full-time staff to ensure proper management of the system. However, large systems in Kansas are predominately surface water systems that have complex treatment process that pose greater technical challenges and are therefore more likely to experience difficulties.

The second evaluation conducted using the survey data considers the number of yes, no, or don't know responses for each question. If a question had less than a 70% correct response rate it will be further evaluated to determine if the development of training or technical assistance programs are appropriate to address the deficiencies.

Only 6 of the 22 questions in the Technical Section had less than a 70% correct response rate. These questions all relate to source of supply and/or emergency preparedness and operations. The number of questions (16 of 22) with correct responses over 70% demonstrates that the existing technical assistance provided by KDHE district staff and 3rd party providers for routine system operations is working in an effective manner.

In addition to maintaining the current levels of technical assistance, KDHE will help systems address emergency supply issues as well as emergency operations. One course of action is to promote regional cooperation among systems when technically and financially feasible to provide emergency or backup supplies. KDHE will also provide assistance to ensure systems have approved emergency response plans, which are required by regulation.

In the Financial and Managerial Sections of the survey there were 13 out of 28 questions with less than a 70% correct response rate. Unlike the Technical Section where the questions relate to specific topical areas (source/emergency preparedness), a variety of topics are represented in the Financial and Managerial Sections. This increase in the number of questions that do not have a 70% rate of correct responses is to be expected. Historically, the focus has been to provide technical assistance to public water supply systems to comply with drinking water standards. Very little attention was given to addressing managerial and financial issues.

As stated earlier, one of the goals of the survey was to provide a tool for governing boards to use for self-assessment. Use of the survey as a self-assessment tool may prompt governing bodies of water systems to address issues previously not considered as part of the operations of their systems. Approximately 42% of the systems indicated that the governing body reviewed the survey before returning it to KDHE. Although 42% is an acceptable rate for the first survey, the Department would like to see a rate closer to 70%. KDHE will try to increase board/council member participation in, and review of the survey through the Board/Council Member Training Program (discussed below).

Several issues were identified during the survey evaluation that KDHE will need to change or address with the next survey. First, the survey does not readily apply to mobile home parks. Mobile home parks generally provide water at no additional charge to renters, it is included as part of the lease. Therefore, the questions in the Financial Section of the survey did not really provide a true picture of the financial health of the mobile home park. Some of the managerial questions, mostly related to employees, also did not apply to mobile home parks. The KDHE will need to design a separate survey that will provide a better evaluation for the TFM Capacity of mobile home parks. Another issue identified is that many systems use contract or volunteer labor. The answer options related to employees in the managerial section of the survey did not allow for these circumstances. This will be changed on the next survey. Finally, timing of the mailing of the survey needs to be an important consideration. Mailings such as the Consumer Confidence Report (CCR) and the Annual Water Use Report (required by the Department of Agriculture, Division of Water Resources) were mailed out during the same time period as the survey. This proved to be confusing for the systems. The next survey mailing will be timed to avoid conflict with the CCR and Water Use Report mailings.

The KDHE views this first survey as very successful. The 97% response rate supports this view. It is anticipated that with the Board Member Training Program and other outreach and assistance efforts that this success rate can be sustained on future surveys.

Kansas Water Office/Division of Water Resources Implementation Activities

The recommendation in the Strategy, *require water use reports from all public water suppliers*, was implemented in 2000. The Division of Water Resources (DWR) and the Kansas Water Office (KWO) implemented water use reporting from all public water suppliers in Kansas. Previously only those suppliers purchasing water from the State through the KWO or those with water rights issued by the DWR were required to submit annual water use reports. Suppliers purchasing treated water (non-primary suppliers) were not required to submit the annual report.

Starting in 2000, all public water suppliers were required by the DWR to submit Annual Water Use Reports. This resulted in approximately 250 non-primary public water suppliers providing water use information to the State for the first time. The addition of the non-primary water suppliers allows the State to determine unaccounted for water loss for all public water supply systems. KWO analysis of the 2000 Water Use Reports indicate that 37 public water supply systems in Kansas had 30% or more unaccounted for water, 5 of these were non-primary systems identified under the new reporting requirements.

Systems with 30% or more unaccounted for water loss receive technical assistance to determine the cause, and actions that can be taken to reduce unaccounted for water loss. The Kansas Water Office through a contract with the Kansas Rural Water Association provides technical assistance to determine the cause of the high unaccounted for water loss and to help the systems reduce this water loss. The KWO also provides assistance for the preparation of water conservation plans. Systems with high unaccounted for water loss receive priority for assistance to develop a water conservation plan. Technical and water conservation planning assistance serves a dual purpose. First, reducing unaccounted for water loss helps systems achieve and maintain financial capacity by reducing the costs associated with treating or purchasing water that is not paid for by their customers. Second, water conservation planning helps systems conserve water, this is especially important for those systems considered drought vulnerable. Water conservation plans are also required by systems applying for Drinking Water Revolving Loans. The KWO provides assistance to these systems.

Another activity undertaken by the KWO was the identification of drought vulnerable public water suppliers. Although this is not specifically recommended in the Capacity Development Strategy, drought vulnerability is one of the elements used in development of the TFM baseline dataset and in prioritizing systems for capacity development assistance. The 2000 drought vulnerable assessment report identifies 134 drought vulnerable public water suppliers in Kansas. The Kansas Water Office notified all drought vulnerable public water suppliers during the first quarter of calendar year 2002. These systems were encouraged to develop a water conservation plan or update an existing plan to help them respond to drought conditions.

V. FUTURE CAPACITY DEVELOPMENT IMPLEMENTATION ACTIVITIES

The KDHE is currently working with the Capacity Development Workgroup to prepare a Board/Council Member Training Program that will educate water system governing boards in regards to their managerial and financial as well as technical responsibilities. Particular emphasis will be placed on capital improvement planning, annual budgeting and rate setting. The Program will be delivered to board/council members via technical assistance providers such as the League of Kansas Municipalities, Kansas Rural Water Association and the Midwest Assistance Program. As a result of this training program it is expected the next triennial survey will show improvement in the financial and managerial scores. After the development of the Board/Council Member Training is complete implementation of the recommendations relating to the KDHE “Survival Guides,” the guidance for facilities management plans and the business planning guidebook will be developed.

Coinciding with the Board/Council Member Training Program, the Department is working with the Kansas Rural Water Finance Authority to evaluate rate setting software for small systems to use. Two programs are currently under consideration. First is the Show-me Ratemaker Software developed by the Missouri Department of Natural Resources, Environmental Assistance Office. Show-me Ratemaker is a very user friendly Microsoft Excel based program that many small systems could use. It requires a Windows Operating System with Excel installed and is available free of charge by downloading from the Environmental Assistance Office web site. The Environmental Assistance Office will also train technical assistance providers in Kansas so that they may answer questions and help water systems use the software.

The second software package that will be evaluated is under development by the Boise State University Environmental Finance Center. This software is also Microsoft Excel based and requires a Windows Operating System, but does not require Excel installation on the user’s computer. This software may provide more functionality for the user in setting the rate structures than Show-me Ratemaker. It will not be available free of charge but the cost should be minimal. Once both software packages are fully evaluated, KDHE will work with the technical assistance providers to determine if one or both should be used in Kansas and the best method to provide assistance to the water supply systems for use in rate setting.

The KDHE has contacted the Division of Water Resources and the Kansas Water Office regarding the installation of service meters for all public water supply systems. One of the recommendations from the Workgroup is to *require* all public water supply systems to install customer service meters. This would impact approximately 15 – 20 public water supply systems in Kansas. The KWO, DWR and KDHE need to determine how current law can be applied by the Chief Engineer to require systems to install service meters. The most likely approach would be to require systems to develop a water conservation plan and require service meters as part of the plan. The KWO Water Conservation Plan Guidelines may need to be revised to accommodate this approach. The KDHE will continue to work with the DWR and KWO to implement this Workgroup recommendation.

The Department is participating with the KWO in the development of Regional Public Water Supply Strategies. Capacity Development Survey results will be used to help identify systems that could be potential partners in a regional cooperative effort. According to the *Kansas Water Plan* regional strategies will be completed in the Marais des Cygnes, Smoky Hill-Saline, Verdigris and Neosho basins in state fiscal year 2003. The remaining 8 basins will be completed in fiscal years 2004 and 2005.

VI. OTHER KDHE PROGRAMS RELATED TO CAPACITY DEVELOPMENT

Source Water Assessment Program

In addition to the preparation of a TFM Capacity Development Strategy, the 1996 amendments to the Safe Drinking Water Act require states to develop a Source Water Assessment Program (SWAP). The Act requires a source water assessment for every public water supplier that treats and distributes raw source water. Systems that purchase all their treated water from another public water supply are exempt from source water assessment requirements. In Kansas, there are approximately 807 public water supply systems that require a source water assessment. Although public water suppliers are not required to participate in the Source Water Assessment Program, the Kansas plan encourages systems to partner with KDHE to complete local source water assessments. Systems that participate in the preparation of their plans will be better prepared to address potential pollution threats to their water supply. If a system chooses not to participate KDHE will complete an assessment on behalf of that system. These assessments must be completed by June 2004.

The purpose of the Source Water Assessment Program is to identify potential sources of drinking water contamination and to provide a greater focus on pollution prevention as an approach to ensure safe drinking water. An assessment includes: defining the source water assessment area, conducting an inventory of all potential pollution sources, completing a susceptibility analysis, and providing public information about the assessment. To aide in the development of source water assessments, KDHE contracted with Burns & McDonnell to develop the Automated Source Water Assessment Tool (ASWAT).

ASWAT is an internet-based tool that is designed to expedite the source water assessment process at the local level. It includes an internet map server that will automatically show source water assessment area maps for each public water supply well, well field, and surface water intake. These maps will automatically show many potential sources of contamination identified in KDHE databases. ASWAT also allows public water supply systems to add potential sources of contamination to the map and make comments. Also included is a susceptibility analysis with simple “yes/no” questions that generate a susceptibility analysis score. This score will help show public water suppliers which type of contaminant poses the greatest threat to their water supply. Once completed, systems are asked to include summaries of their source water assessment in the annual Consumer Confidence Report. Although not required, systems are encouraged to develop source water protection plans based on their assessments. More information about the Source Water Assessment Program is available at <http://aswat.kgs.ku.edu>.

Operator Certification Program

Kansas has a long established Operator Training Program beginning with the first Operator Training School in 1920. This first school was a joint effort of the Kansas Department of Health and the University of Kansas. The school has been held annually since, with the 83rd event conducted July 30 to August 2, 2002.

The Kansas Water Works Association and the Kansas Water Pollution Control Association in cooperation with the Kansas Department of Health gave the first voluntary water and wastewater certification examinations in 1954. In 1975 the Kansas Legislature passed a law requiring a mandatory Water and Wastewater Operator Certification Program. This law requires all public water supply water systems to have a certified operator regardless of size. Kansas has four levels of classification for certified operators based upon population served and system complexity. The Certified Operator Program in Kansas has worked very well as demonstrated by the Capacity Development Survey. The survey indicates that 95.39% of public water supply systems in Kansas have operators with the appropriate level of certification.

The 1996 amendments to the Safe Drinking Water Act require all states to have a mandatory certified operator program. In 1999 KDHE submitted a draft operator certification program to the Environmental Protection Agency (EPA) for equivalency review. EPA rejected equivalency approval. Between 2000 and 2002 KDHE submitted four program modifications and associated regulations to the EPA for approval. EPA approved the fourth and final program in February 2002. Approval of the program enables KDHE to submit a grant application to EPA to implement a certified operator training assistance program. It is anticipated that this application will be submitted to EPA by January 1, 2003. Since Kansas has a well established operator training program the focus of this grant will be to provide assistance to systems that have Operators-in-Training to ensure that the systems are being properly operated until such time the operator becomes fully certified. The grant will also provide for direct training and assistance to small systems that have lost an operator. KDHE may also use the grant to contract with outside providers for the development of operator training materials for small systems.

Kansas Public Water Supply Loan Fund Program

The Fund is a revolving loan fund program that provides financial assistance in the form of loans to Kansas municipalities, at below market interest rates, for the construction of public water supply system infrastructure. Kansas Statutes (65-163d through 163u) establishing the Loan Fund were passed by the 1994 legislature. However, enabling legislation at the Federal level for the public water supply revolving loan fund was not in place until President Clinton signed the SDWA Amendments of 1996 in August 1996. EPA accepted the Kansas statutes as meeting the requirements of the SDWA.

The Loan Fund is made possible by receipt of capitalization grants from the EPA. Between federal fiscal years 1997 and 2002 Kansas received a total of \$65,693,300 from EPA in grants. The Loan Fund is operated as a reserve account leverage program. In a reserve account leverage program, the EPA capitalization grant is not loaned directly to municipalities.

Instead, the grant is deposited into a reserve account, and pledged as security for repayment of state issued revenue bonds. Proceeds from the revenue bonds are loaned to the municipalities. The reserve fund is invested, and the interest earnings are combined with the loan repayments from municipalities to buy down the loan's interest rate. Municipalities are charged interest rates equal to 80% of the previous three months average of the Bond Buyers 20 Bond Index. The Loan Fund leverages at a ratio of four to one, that is, four dollars can be borrowed for every dollar placed into reserve. Kansas is the only state in the country leveraging at this high of a ratio.

Since the Program's inception in 1997, 73 loans have been closed for a total of \$148,550,541.00. One of the stated goals of the Program is to provide loans to small public water supply systems. The SDWA requires that 15% of the loan assistance provided must be to systems serving less than 10,000 customers. The Kansas program takes this one step further and requires that 20% of available loan funds go to systems serving less than 5,000. Small systems have received 51 of the 73 loans made since the program began, amounting to \$67,784,166.00 or approximately 46% of the total dollar amount of loans closed.

The SDWA prohibits loans to systems that are not in compliance with drinking water standards unless such loans would bring the system into compliance. The SDWA further prohibits loans to systems that do not demonstrate technical, financial and managerial capacity unless such systems agree to make the necessary changes in operations including but not limited to management, accounting, rate structure or other procedures that would ensure TFM capacity over the long term. Loans granted under the Program have helped systems achieve and maintain compliance with SDWA regulations. As new regulations are implemented loans will continue to help systems meet the ever increasing challenges they face in achieving compliance. In addition, the KDHE contracts with the Kansas Rural Water Finance Authority (KRWFA) to conduct financial reviews for all systems applying for a loan. The KRWFA enters into agreement with water districts and small towns that require reporting assistance in order to participate in the Loan Fund. This agreement is for the life of the loan and this oversight assures the financial capacity and ability of the systems to repay the loan. This in turn qualifies them for the same interest rate as the large bond rated municipalities that participate in the Loan Fund Program.

Kansas Public Water Supply Loan Fund: Small System Technical Assistance 2% Set Aside

Technical assistance is provided to small systems (less than 10,000) through a contract with the Kansas Rural Water Association. Through this contract the KRWFA will provide technical assistance to small systems to help achieve safe drinking water act compliance, develop and maintain proper operation and maintenance procedures, develop appropriate management procedures and provide technical assistance to systems using surface water as their source of supply. The KRWFA provides a minimum of 500 hours of on-site technical assistance for compliance, operation and maintenance, and management procedures to small public water suppliers. In addition, KRWFA provides a minimum of 600 hours of on-site technical assistance to small systems using surface water as their source. It is anticipated that technical assistance provided under this contract will help prevent safe drinking water act compliance problems before they occur. It is also anticipated that this contract will be renewed on an annual basis.

VII. TECHNICAL ASSISTANCE PROVIDERS ACTIVITIES

Participation and cooperation by technical assistance providers is crucial to the success of the Capacity Development Program in Kansas. Several organizations cooperate with the KDHE to help implement the Capacity Development Strategy.

These organizations include:

- ❖ Kansas Rural Water Association (KRWA)
- ❖ League of Kansas Municipalities (LKM)
- ❖ Midwest Assistance Program (MAP)
- ❖ Kansas Rural Water Finance Authority (KRWFA)
- ❖ Kansas Section American Water Works Association (KSAWWA)

These organizations provide a broad array of services to public water supply systems and each fills a unique niche in the public water supply arena. The Department tracks their activities both formally through contract reporting requirements (KRWA/KRWFA only) and informally through periodic coordination meetings, quarterly reports and email communications. All of these organizations are participating in development of the Board/Council Member Training Program and plan to use it as part of the services they offer.

The KRWA is active in all aspects of the public water supply industry in Kansas from legislative initiatives to individual on-site technical assistance at water systems throughout the State. KRWA also provides group training sessions covering topics ranging from daily operation and maintenance to personnel policies. Between September 2000 and August 31, 2002, KRWA conducted 150 such training sessions. During the same time period the KRWA also provided 14,527 hours of training for certified operators. This means 2,693 certified operators each received approximately 5.5 hours of training.

The LKM provides a variety of services to elected and appointed officials at the local level. These services include sample ordinances, advisory legal services, legislative initiatives, special services such as development of personnel policies and job descriptions, strategic planning services and inquiries from local officials. The League responds to over 8,000 inquiries from local officials annually. In addition to the above services the League sponsors various training programs around the State as part of the Municipal Leadership Academy. The Board/Council Member Training Program may be incorporated into the Municipal Leadership Academy.

The MAP is part of the national Rural Community Assistance Program and serves the 9 states of Montana, Wyoming, North Dakota, South Dakota, Minnesota, Iowa, Nebraska, Kansas and Missouri. The Program's focus is to help small, rural communities through training and assistance. The priority for MAP in Kansas is to help systems with financial and managerial planning. The MAP provides assistance to communities to develop needed water supply projects from start to finish and primarily focuses on U.S.D.A. Rural Development funded projects. This assistance includes financial analysis, obtaining professional services such as engineers and contractors, developing facility management plans, and emergency planning.

The KRWFA is a sister organization to the KRWA. In addition to the financial reviews for the Drinking Water Revolving Loan Fund for KDHE, the Authority assists rural water districts and municipalities in financial planning and management by providing services such as rate reviews and financial analysis related to funding alternatives for capital projects. Since March of 2001, the Authority has completed 19 rate reviews and conducted 7 financial reviews to provide funding alternatives for water systems across Kansas. Since 1997, the Authority has conducted financial reviews for all 73 of the Revolving Loan Fund agreements.

The KSAWWA is a voluntary organization that provides technical, educational, and training support to the operators of public water supply systems throughout the State through its Operator Training Committee (OTC). The OTC cooperates with other training providers to help meet the needs of Kansas public water supply systems by co-sponsoring training workshops for certified operators in each of the six KDHE districts. The OTC also administers a mentor program, "Operator Helping Operator," that provides assistance to small system operators by connecting them with Kansas certified operators from larger systems.

VIII. REPORT AVAILABILITY

The SDWA requires that the State make this report available to the public. The Department will post this report on the KDHE Public Water Supply Capacity Development web page in .pdf format. The Capacity Development web page address is:
<http://www.kdhe.state.ks.us/pws/capdev.html>.

Other Capacity Development Reports available by request or from the web page include:

- ❖ Report of Findings on Improving the Technical, Financial and Managerial Capacity of Kansas' Public Water Systems, July 2000
- ❖ State of Kansas Capacity Development Strategy for Existing Public Water Supply Systems, August 1, 2000